

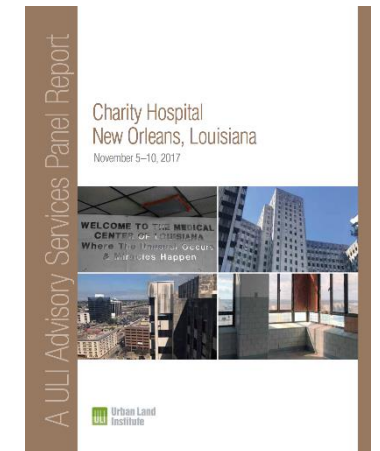


Irvington Plaza, Indianapolis, IN

February 10–15, 2019

About the Urban Land Institute

- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
- ULI is a membership organization with more than 42,000 members worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.
- What the Urban Land Institute does:
 - Conducts research
 - Provides a forum for sharing of best practices
 - Writes, edits and publishes books and magazines
 - Organizes and conducts meetings
 - Directs outreach programs
 - Conducts Advisory Services Panels



Thank You to Our Sponsor!

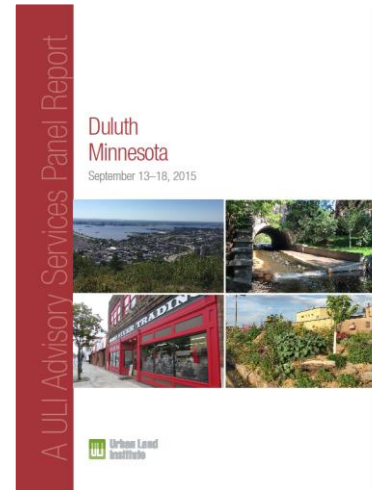


Thank You to Everyone Else...!

Dan Adams – Margaret Banning – Katie Bannon – Courtney Bennett – Jeff Bennett – Joe Bowling – Dawn Briggs – Linda Broadfoot – Moira Carlstedt – Cathie Carrigan – Zach Churney – Kate Collins – Susie Cordi – Don Currie – Andrea Denman – Catherine Esselman – Taylor Firestine – Don Flick – Ryan Ford – Jennie Fults – Clark Giles – Tedd Grain – Hannah Harper – Joe Hanson – Jeff Hasser – Daniel Hedglin – Jacqie Heikes – Bob Heimach – Jennifer Higginbotham – Keith Holdsworth – Tammi Hughes – Ryan Hunt – Jaminson Hutchins – Blake Johnson – Mike Jones – Walt Justus – Sue Kennedy – Deb Kent – Drew Klacik – Dan Kozlowski – Nate Lelle – John Marron – Tim Mulherin – Beth Neville – Sean Northup – Elizabeth Nowak – Matt Nowlin – Melody Park – Maury Plambeck – Matt Pleasant – Meg Pumsley – Jim Rawlinson – Alison Redenz – Katie Robinson – Jordan Rodriguez – Gabrille Rubenstein – Nancy Ruschman – Aryn Schounce – Nathan Sheets – Elysia Smith – Bob Stark – Justin St. John – Anne-Marie Taylor – Brooke Thomas – Brad Vogelsmeier – Kate Warpool – Joe Whitsett - ...And many more.

The Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective, and candid advice on important land use and real estate issues



The Panel Process

- Review background materials
- Receive a sponsor presentation and tour
- Conduct stakeholder interviews
- Consider data, frame issues and write recommendations
- Make presentation
- Produce a final report



Panelists

Alan Razak- AthenianRazak, Philadelphia, PA (Chair)

Jay Amin- VIA Consulting Group/I-S-LAND Companies, Crofton, MD

Dan Anderton- Dewberry, Gaithersburg, MD

Erwin Andres- Gorove/Slade, Washington, DC

Rick Goldman- Pacific Construction Services, Chicago, IL

Anita Kramer- The Urban Land Institute, Washington, DC

Theresa Ward- Department of Economic Development and Planning,
Suffolk County, NY

ULI Staff

Lauren Callaghan- Director- Advisory Services

Rebecca Hill- Associate- Meetings and Events

Jacob Dines- Intern- Ball State University



Study Area and Project Sites



Sponsor Questions

- What types of redevelopment would the market support for this site?
- How can multimodal connectivity be improved within the site and study area?
- What potential problems might the City of Indianapolis, the Irvington Development Organization, and IndyGo face when pursuing redevelopment of the site?
- What actionable steps should the City of Indianapolis, the Irvington Development Organization, and/or IndyGo take to initiate and pursue redevelopment of the site?
- What roles might the Federal Transit Administration Joint Development program, Indiana redevelopment law, and/or tax-incremental financing play in the potential redevelopment of the site?

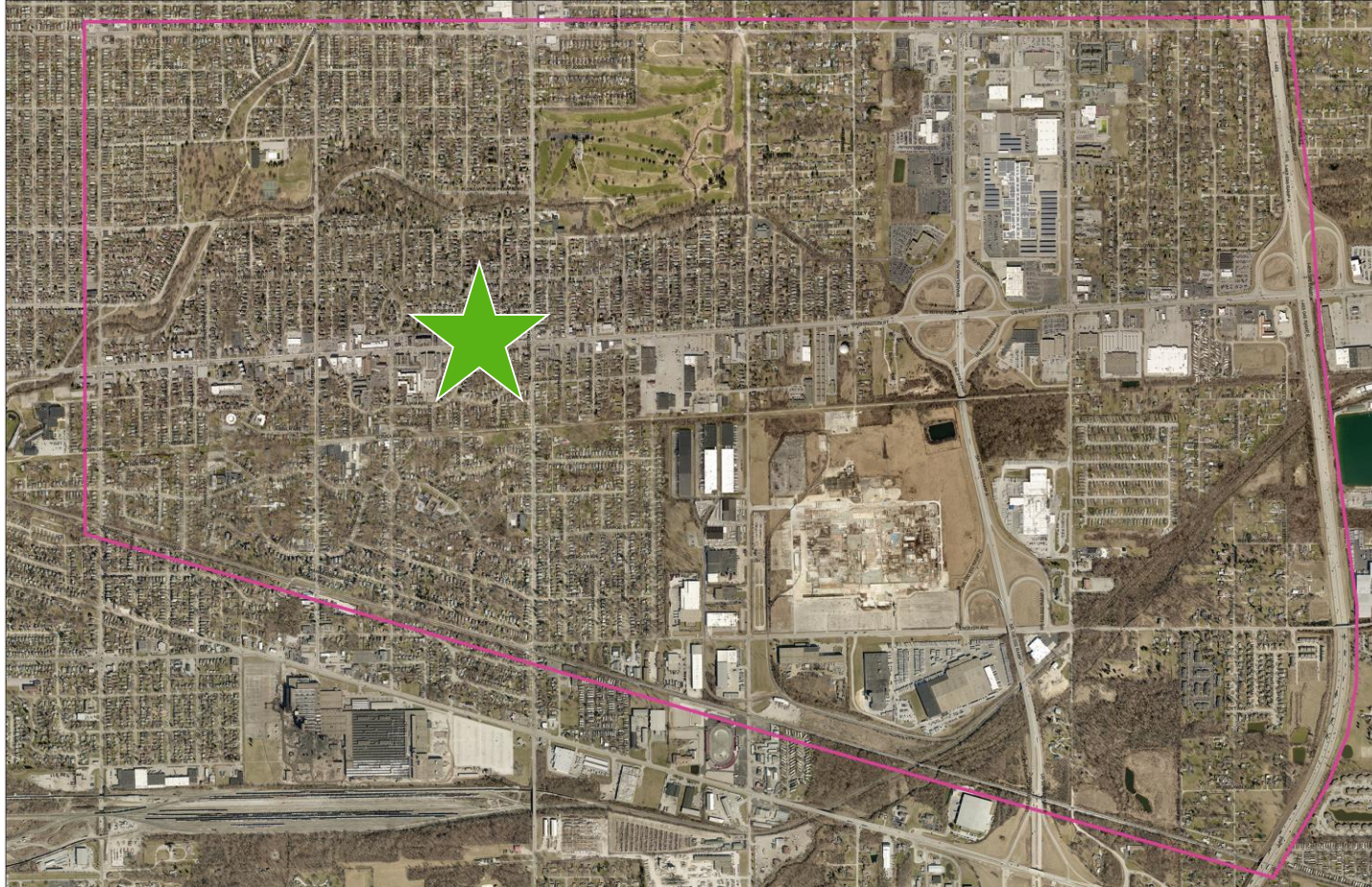
Panel Assignment (the Questions Distilled)

- Redevelopment types and program for study sites?
- How to improve multimodal connectivity in and around study site?
- What are potential problems?
- What are the steps?
- What roles can FTA Joint Development program, Indiana redevelopment law and/or TIF play?

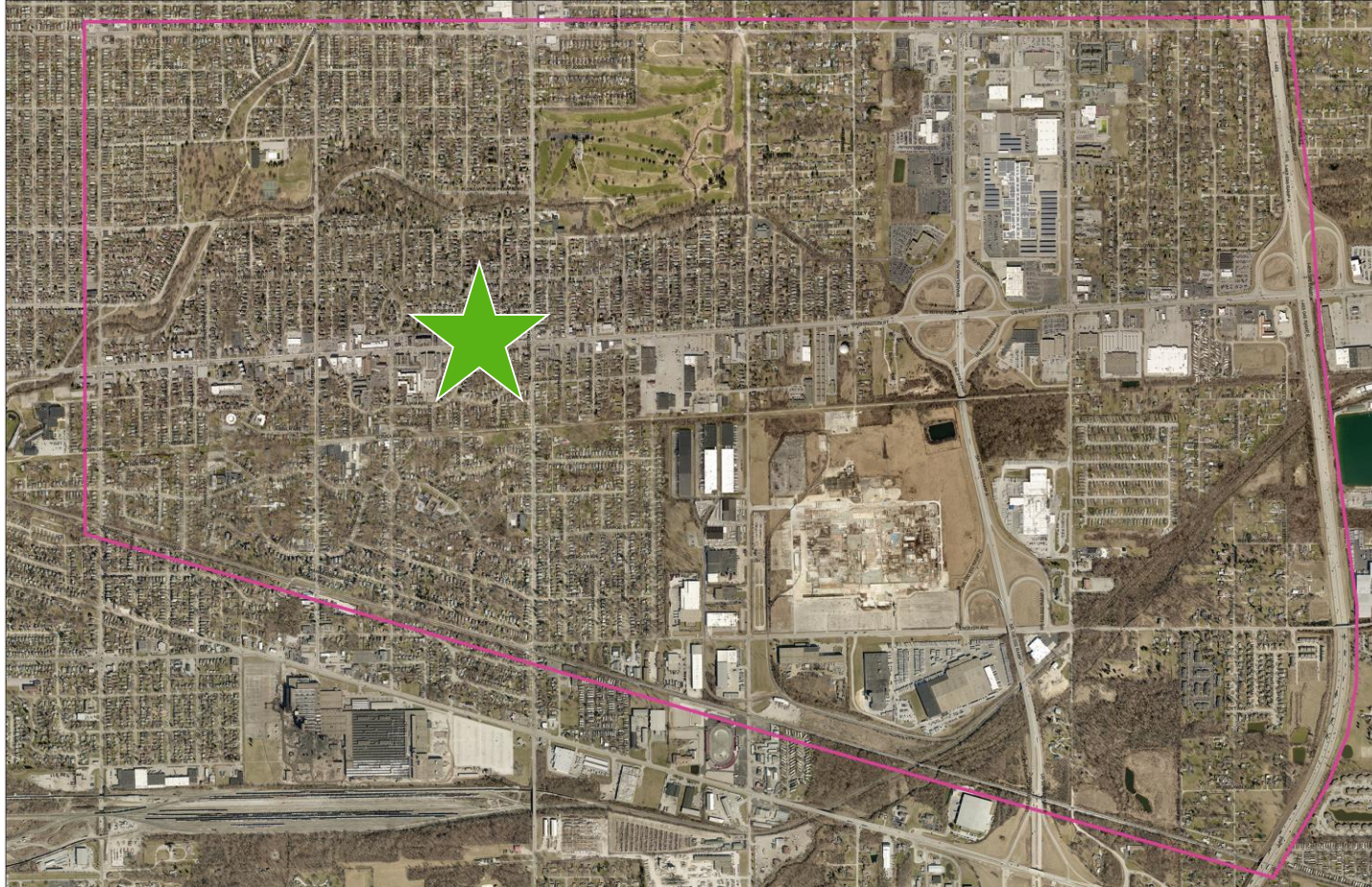
Presentation Overview

- I. Introduction
- II. Market
- III. Design
- IV. Connectivity
- V. Actions and Challenges
- VI. Implementation
- VII. The Numbers
- VIII. Conclusion

Irvington Plaza, Indianapolis, IN
February 10-15, 2019



Irvington Plaza, Indianapolis, IN
February 10-15, 2019



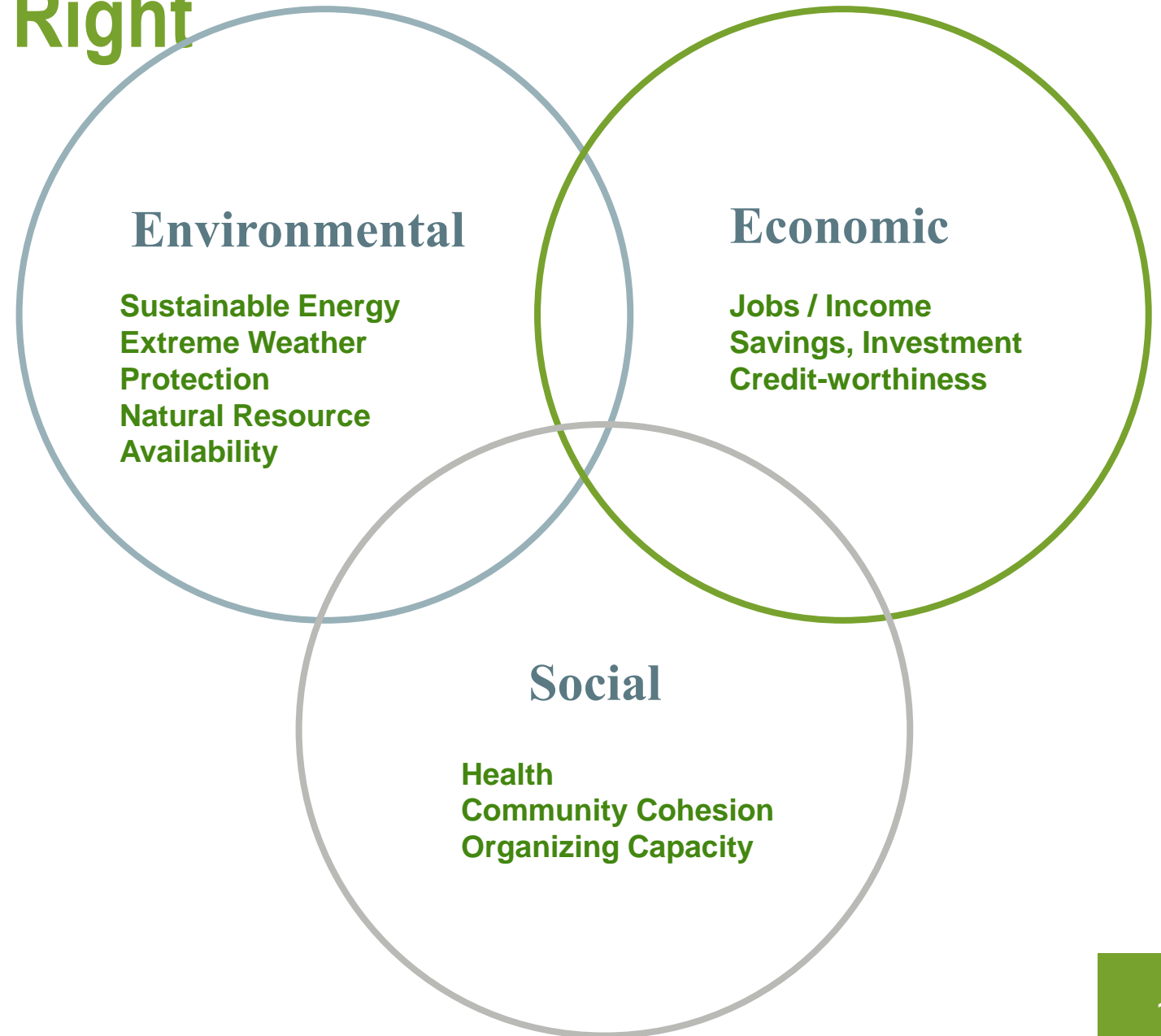
The Role of the Subject Project

It's all Irvington – let's connect it



Getting Your Future Right

- A more sustainable development model
- The triple bottom line
- BRT



Irvington Plaza Concept

- A gathering place
- A gateway
- A neighborhood



A Real Plaza for Irvington



Presentation Overview

- I. Introduction
- II. Market**
- III. Design
- IV. Connectivity
- V. Actions and Challenges
- VI. Implementation
- VII. The Numbers
- VIII. Conclusion

Market Analysis: Overview

- **Focus**

- Housing
- Retail
- Creative space
- = Mixed-use

- **Why, in general?**

- Former shopping center sites have proven to be viable locations of mixed-use development
 - Unique in site size in older communities
 - Depth allows for housing options away from arterial
 - Retail remains viable due to sites accessibility and visibility, even if it is at a reduced footprint
 - Altogether, have provided opportunities to create new neighborhoods

- **The specifics of Irvington Plaza**

Market Analysis: Housing

- **Marion County**

- Demand for 18,082 **new, attached** units in **walkable** neighborhoods in a span of 30 years (2010-2040)
 - 600 units per year, average

(*Greenstreet, 2018 Blue Line TOD Strategic Plan*)

- **Irvington Plaza site**

- Blue Line BRT station at Irvington Plaza
 - + Adjacent to Pennsy Trail
 - + New street grid
 - + New commercial and community uses

= A walkable neighborhood, not just a transit-oriented housing site

- **440 attached** units at this large, strong site

Market Analysis: 440 Attached Units

■ Overview

- Demand for additional available product in the Study Area
 - Current velocity of higher priced single-family home sales in Irvington
 - Lower-priced homes remain on the market for longer periods
- 2.5% of total 30-year demand in Marion County
- 5-year phase-in; 88 units per year
 - 15% of annual average 30-year absorption
- 22 units per acre (gross density)
 - Exceeds residential minimum for District Centers, Station area's designation (*TOD Strategic Plan*)
- 6.7% increase in dwelling units in the Study Area
 - Creates a new neighborhood & a new housing product for Irvington market
 - Expands demand for retail and commercial space
 - Increases potential BRT ridership

Market Analysis: 440 Attached Units

- **(Working) Profile**

- 226 units

- For-sale townhomes

- 2-story + loft, 1,600 square feet of living space plus garage

- 2-story, 1,200 square feet of living space plus garage

- 214 units

- Urban Niche

- Rental

- 624 square feet average

- Studios & 1-bedrooms; some 2-bedrooms

- Multiple market segments/generations

- Millennials/Gen Z who prefer to rent

- Boomers/seniors looking to downsize, one-level, remain in community

- Everyone in between

Market Analysis: Retail/Commercial

- **Overview:**

- 62,000 square feet of supportable retail/commercial space
- 20% of the current retail/commercial square footage at Irvington Plaza
- Exceeds retail minimum for District Centers, station area's designation (*TOD Strategic Plan*)

- **(Working) Profile**

- Niche grocery store: 20,000-30,000 square feet
 - Anchor
 - Visible from Washington Street
- Neighborhood/community-serving retail: 3,000-5,000 square feet
- Food service: 8,000-10,000 square feet
- Artists and maker space/specialized flex space: 27,000 square feet

Presentation Overview

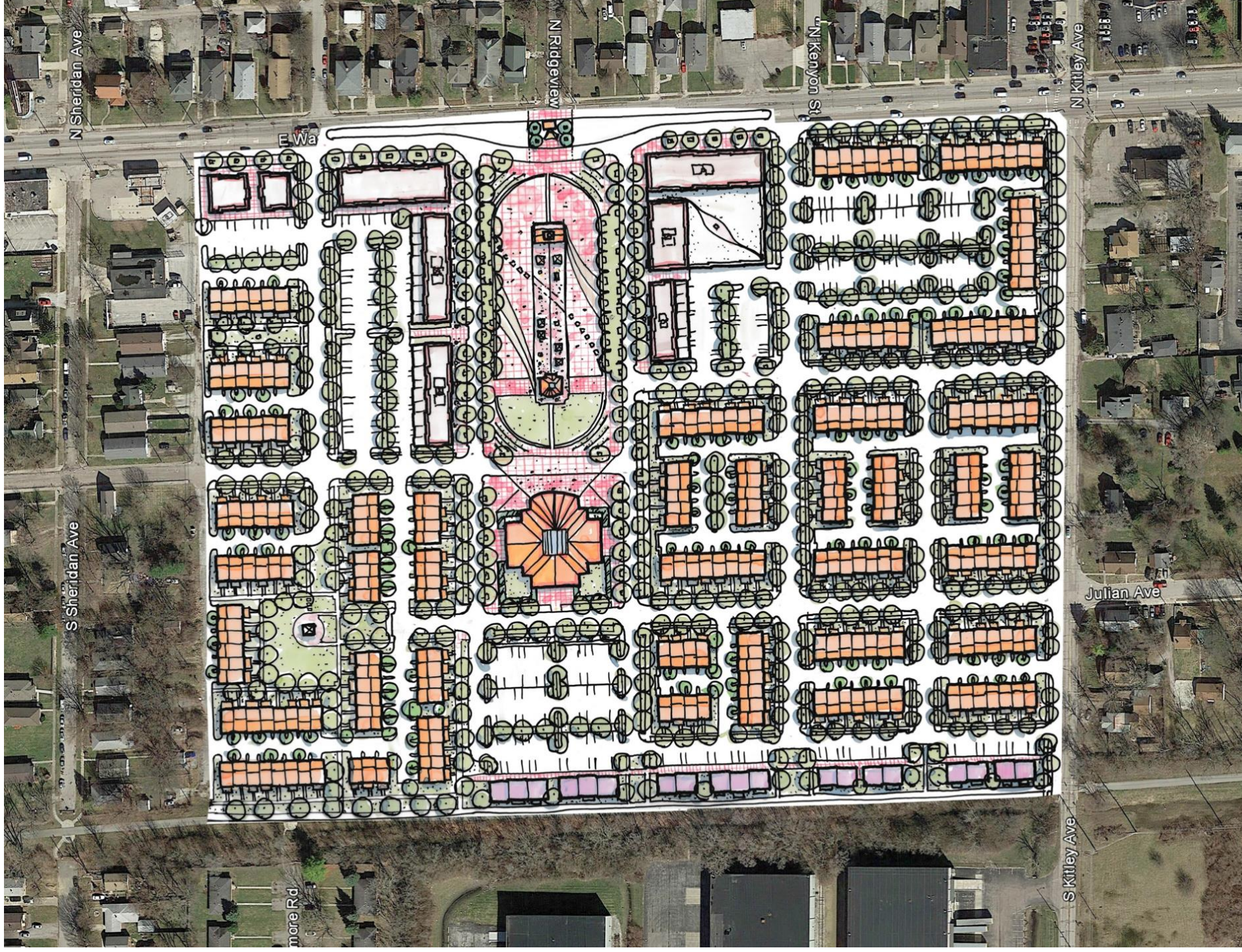
- I. Introduction
- II. Market
- III. Design**
- IV. Connectivity
- V. Actions and Challenges
- VI. Implementation
- VII. The Numbers
- VIII. Conclusion

Evolution of Place

- Design conceptualization
- Creating a sense of place
 - Gathering places
 - Community amenities
 - Pennsy Trail connection
- Connection of the urban fabric
- Programming a marketable and flexible community plan
- Creating a real plaza in Irvington



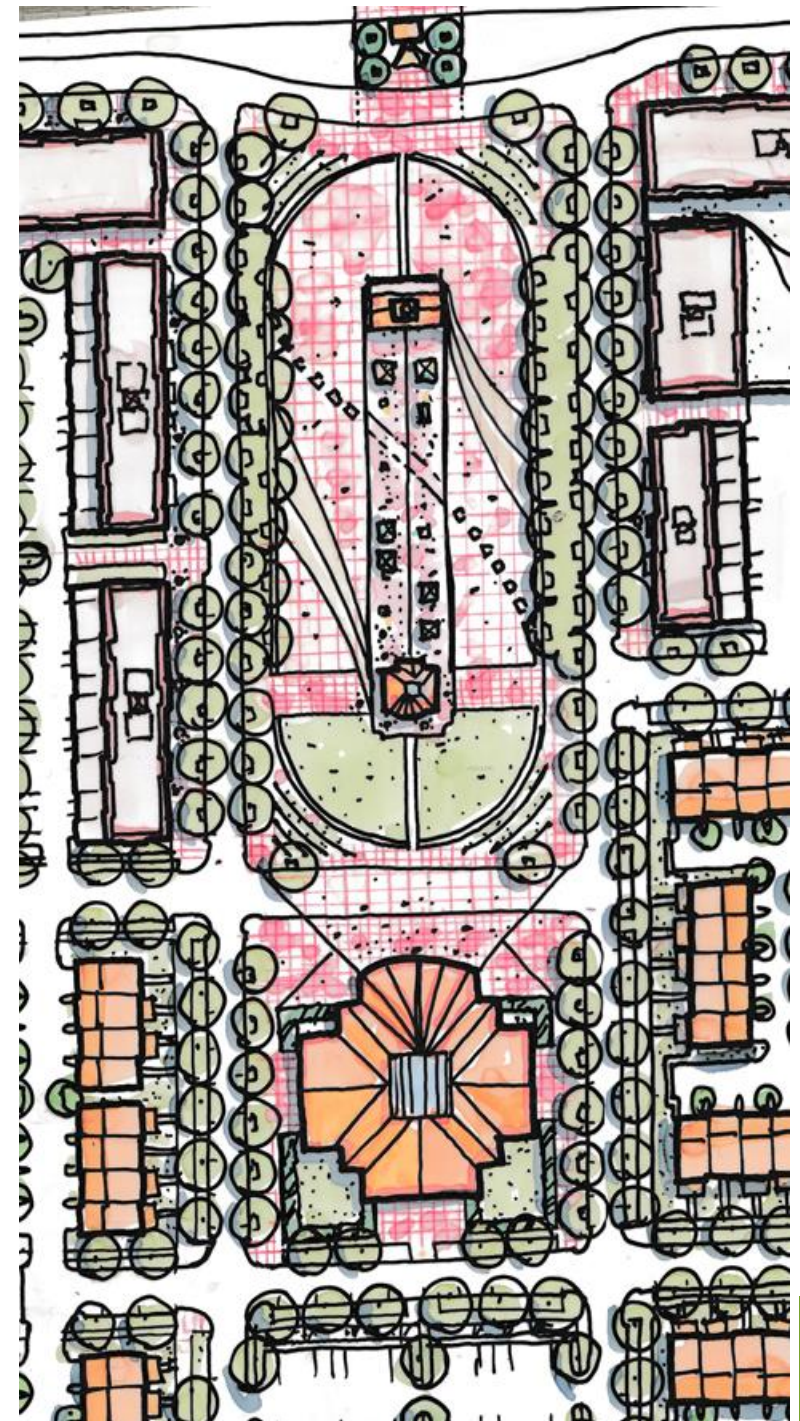
Irvington Plaza, Indianapolis, IN
February 10-15, 2019



Community Gathering Places

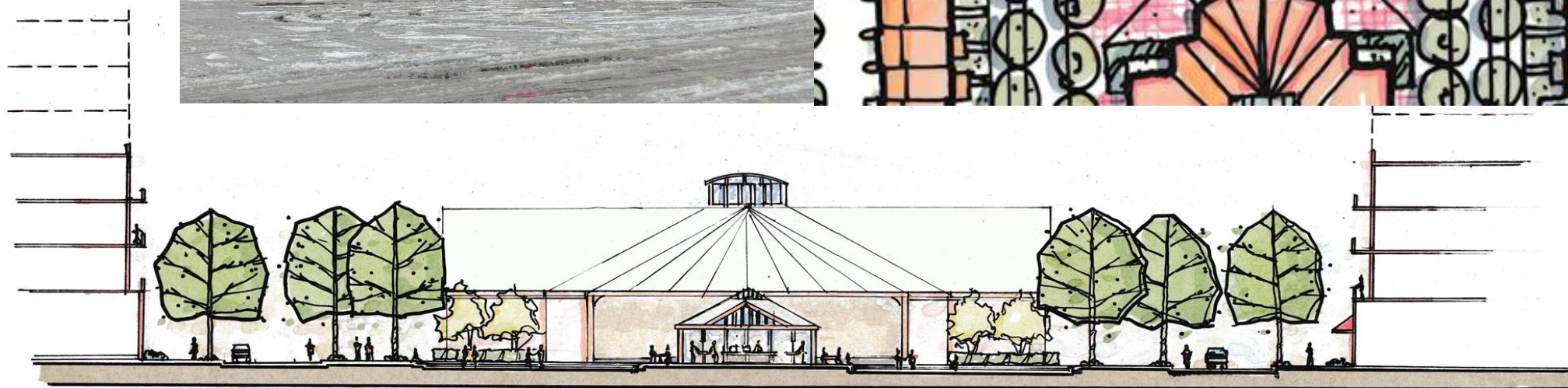
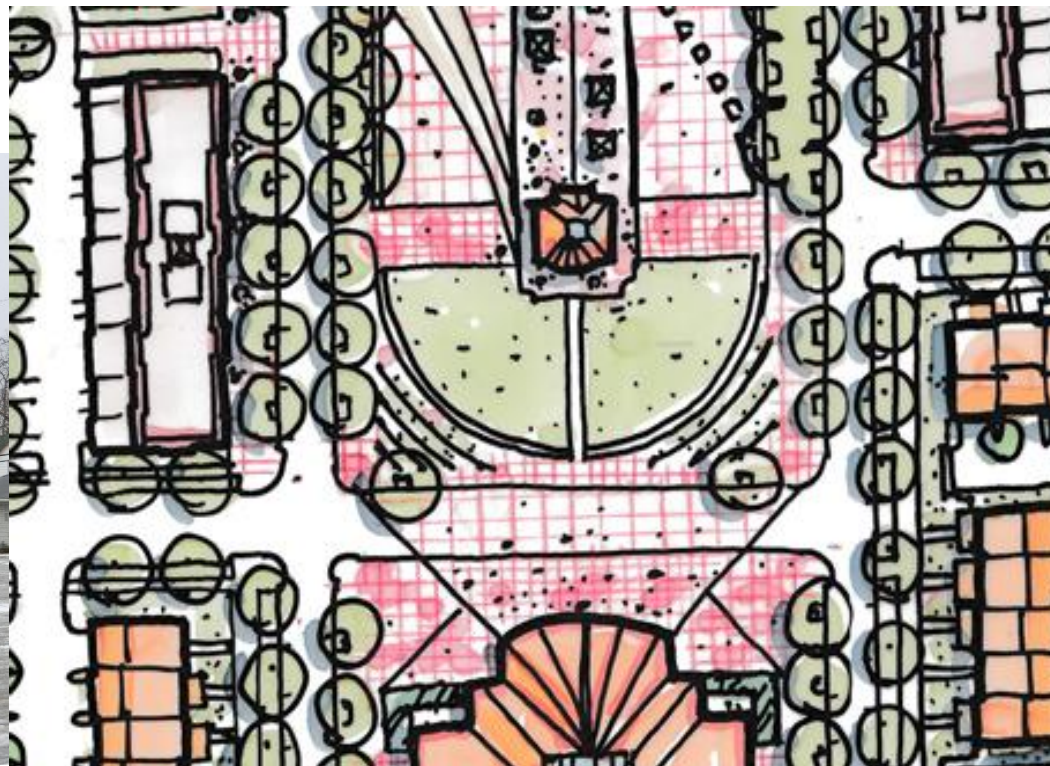
Community Arts & Performance Center

- Indoor/outdoor performing spaces
- Classrooms
- Exhibit & meeting spaces
- Cultural & fine arts spaces
- Studio & crafts hall



Community Gathering Places

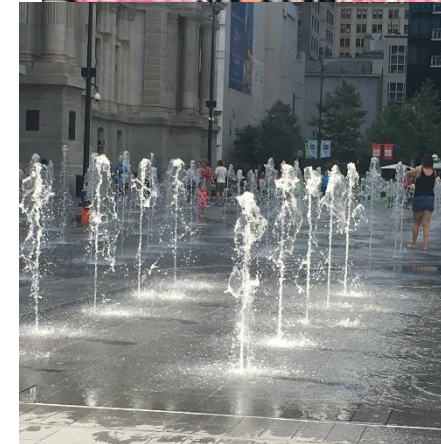
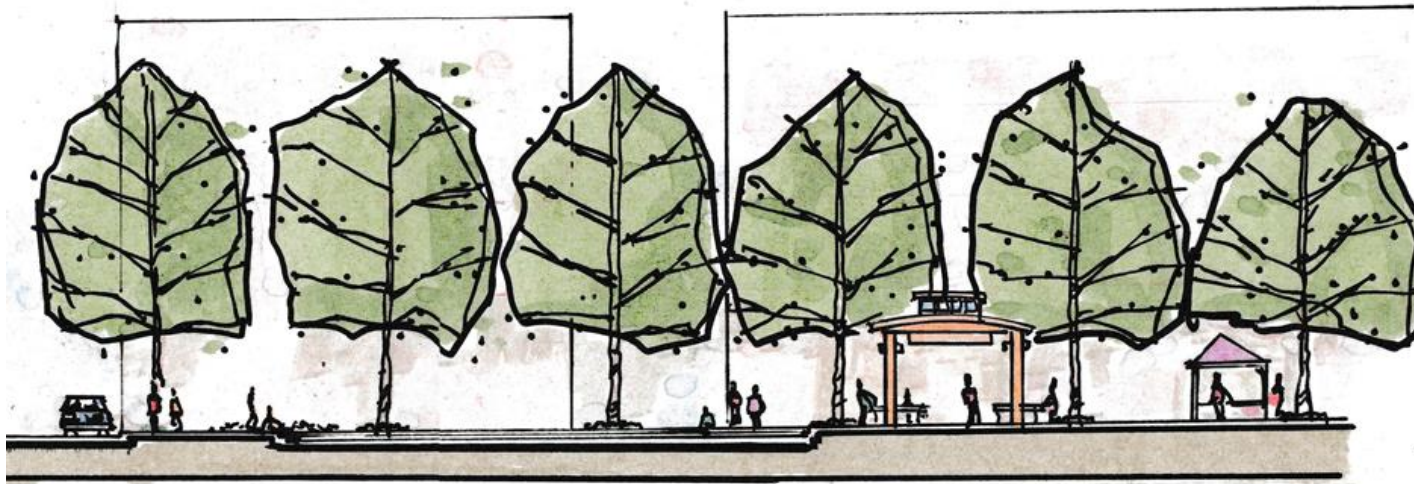
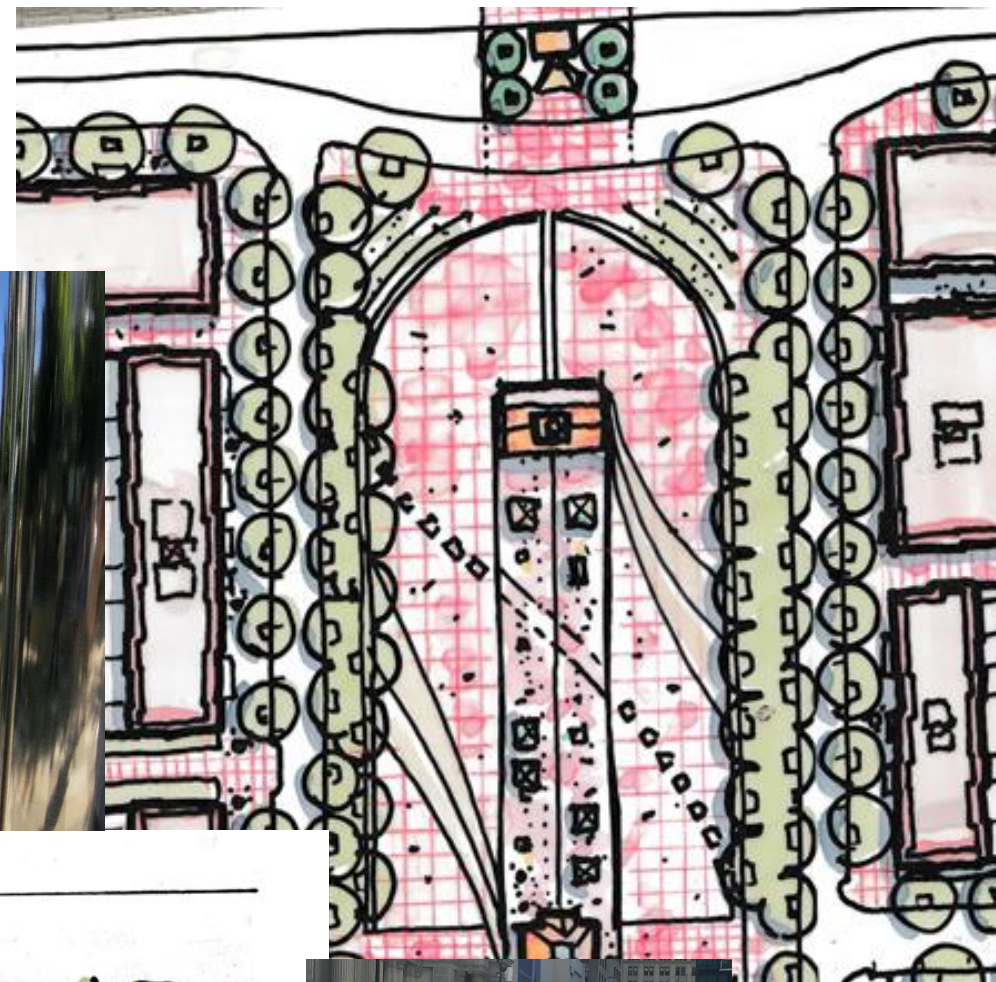
Dairy Queen Pavilion



Community Gathering Places

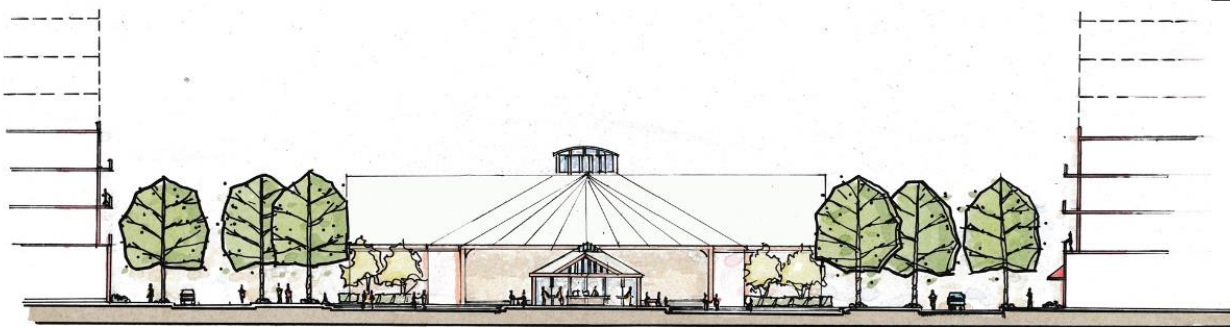
Outdoor Spaces

- Ice skating in winter / splash fountain in summer
- Outdoor seating
- Kiosks & pop-up stands
- Food truck parking
- Market & exhibit pavilion
- Auto loop that can be closed for festivals



Development Concepts

- Commercial first floor on the plaza
- Small grocer
- Residential loft units on plaza and urban niche units
- Urban townhomes with garage in rear



Development Concepts

- Tree-lined streets with side walks
- Shaded parking
- Street side guest parking
- Pennsy Trail connections
- Maker/creative space/loft cottages



Ford Site Study Area

- Transitional buffer area
- Park, ball fields, solar fields and parking
- Potential recreation fields for school and Irvington plaza community spaces



Presentation Overview

- I. Introduction
- II. Market
- III. Design
- IV. Connectivity**
- V. Actions and Challenges
- VI. Implementation
- VII. The Numbers
- VIII. Conclusion

Driving Multimodal Connectivity

- **Capitalizing on the BRT**
- **Reconnecting Irvington**
- **Integration of urban grid**
- **Reinforcing Pennsy Trail**

Capitalizing on the BRT

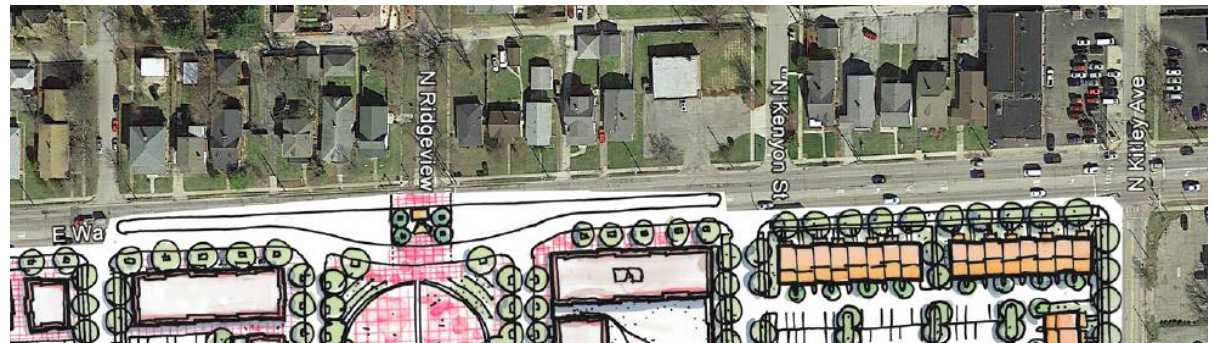
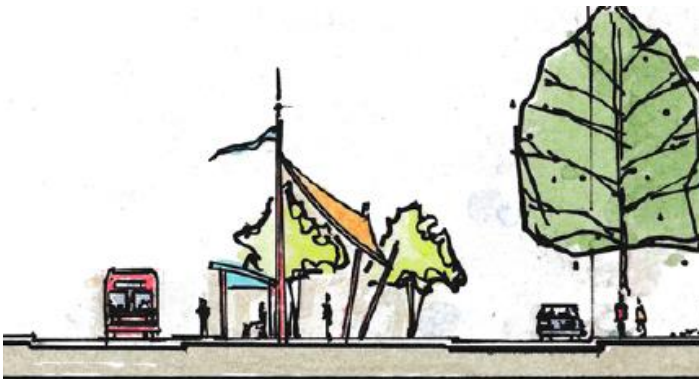
- **Foster Sustainability**
- **Create a Gateway to Irvington**
 - Promote Irvington Plaza
 - Name Ridgeview Drive station as “Irvington Plaza”
 - Highlight BRT station with placemaking and special features
 - Improve Washington Street pedestrian crossing
- **Strengthen BRT & TOD Relationship**
 - BRT ridership projections support Irvington Plaza
 - Increased TOD density creates more riders to support BRT



RENDERING: CHILDREN'S MUSEUM



Source: www.indygored.com

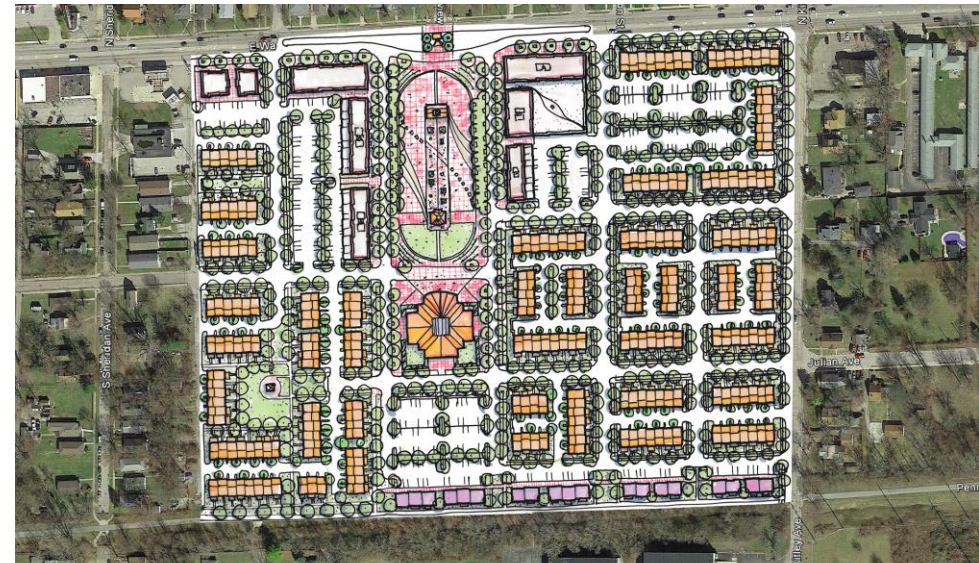
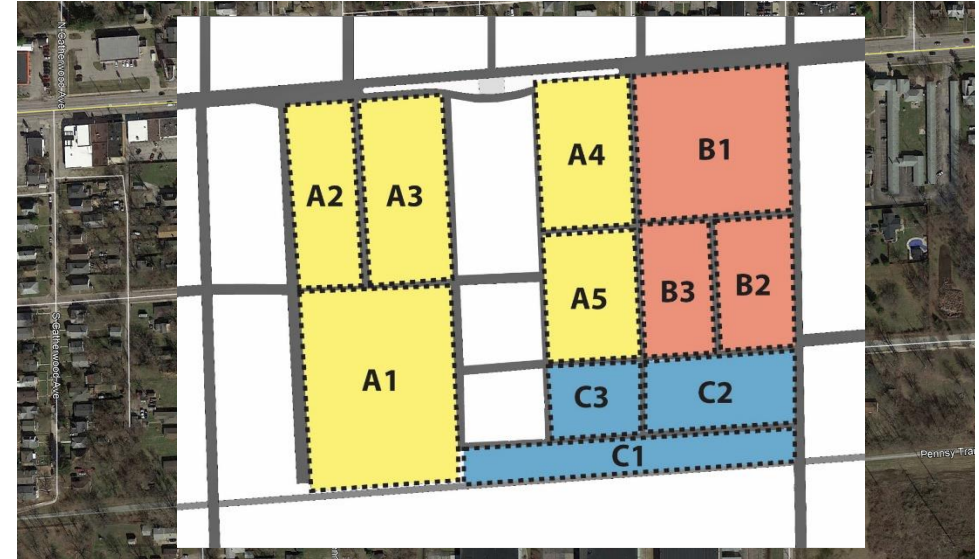


-



Integrating the Urban Grid

- **Introduce urban grid through Irvington Plaza**
 - Provides access to and through Irvington Plaza for all residents from all sides
- **Improve East-West connectivity south of Washington Street**
 - Promotes synergy between Historic Irvington and Irvington Plaza
 - Promotes “Park Once” for users at Irvington to park once to walk between all destinations in Irvington (8 minute walk between Historic Irvington and Irvington Plaza)
- **Design Irvington Plaza as a Multimodal Hub**
 - Design elements to support bikeshare, carshare, dockless bicycle and scooters, and rideshare (Uber/Lyft) drop-off/pick-up considerations
 - Connect Pennsy Trail to Irvington Plaza BRT station



Reinforcing the Pennsy Trail

- **Promote Pennsy Trail as local connector**
 - Encourage pedestrian bicycle connection between Historic Irvington, Irvington Plaza and Ford site
- **Address Limited Regional Connectivity**
 - Abrupt eastern terminus at Shortridge Road
 - Need to improve wayfinding heading west to Ritter Avenue and north to Ellenberger Park



Presentation Overview

- I. Introduction
- II. Market
- III. Design
- IV. Connectivity
- V. Actions and Challenges**
- VI. Implementation
- VII. The Numbers
- VIII. Conclusion

Potential Issues / Solutions for Public Sector in Redevelopment

- **Overall challenges of public-agency led redevelopment**
- **Importance of community engagement**

Overall Challenges / Solutions for Public Agency Redevelopment

- **Demanding of resources and capacity – 3rd party support; transportation, urban design and finance**
- **Do exhaustive research**
- **Know upfront what you want to include in the planning for community that will impact negotiations**
- **Plan to shepherd approvals to build track record**
- **Steady focus and push hard**
 - You can do it

Community Engagement

- Varying perspectives can be informative
- Engage community early and directly



Source: Irvington Development Organization

Presentation Overview

- I. Introduction
- II. Market
- III. Design
- IV. Connectivity
- V. Actions and Challenges
- VI. Implementation**
- VII. The Numbers
- VIII. Conclusion

Leading from the Front

- **Implementation strategies**
- **Value of certainty & public sector role**
- **Upcoming steps**

Implementation Strategies

- **Larger, full-service private developer**
- **Private master developer & vertical developer(s)**
- **City as master developer**
 - Self-perform
 - 3rd party fee developer
- **Site assemblage informs potential phasing / block development**
- **Public improvements**

Value of Certainty & Public Sector Role

- **Zoning**
- **Streamlined infrastructure and utility coordination**
- **Execution**
- **Focal point**
 - Potential role for Irvington Development Organization
 - Year-round programming / curation of events
 - Funding for maintenance / operations

Upcoming Steps

- **Determine implementation strategy**
- **Address zoning for Irvington Plaza area properties**
- **Engage broader community and key stakeholders**
- **Develop the community gathering space as informed by the community engagement**
- **Re-energizing the Irvington Development Organization**

Alternative Financing / Additional Sources of Funds

Financing Tools & Incentive Programs

▪ **Joint Development**

- \$2M Federal Transit Administration
- \$2M Equitable Transit-Oriented Development Fund through Indianapolis Neighborhood Housing Partnership (only for affordable housing)

▪ **Local – Irvington Plaza Economic Development Area designation (pending)**

- Unlocks tax increment financing to acquire land, clear sites, remediate, etc.

▪ **Local – Abatements**

- Real property & personal property tax
- Vacant building

▪ **State – Corporate Income Tax Credits**

- Economic Development for a Growing Economy (EDGE)
- Hoosier Business Investment (HBI)

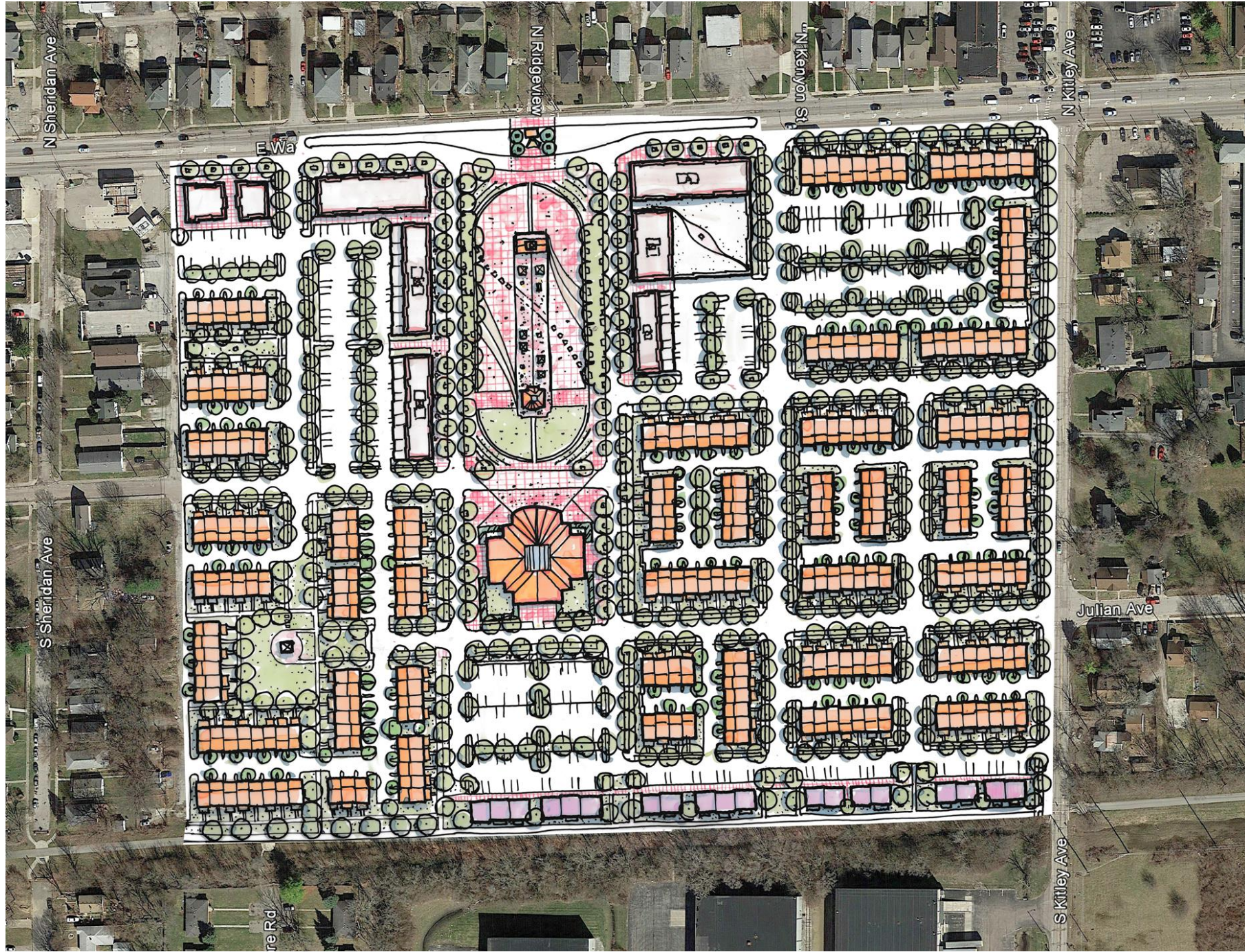
▪ **Federal**

- New Markets Tax Credits

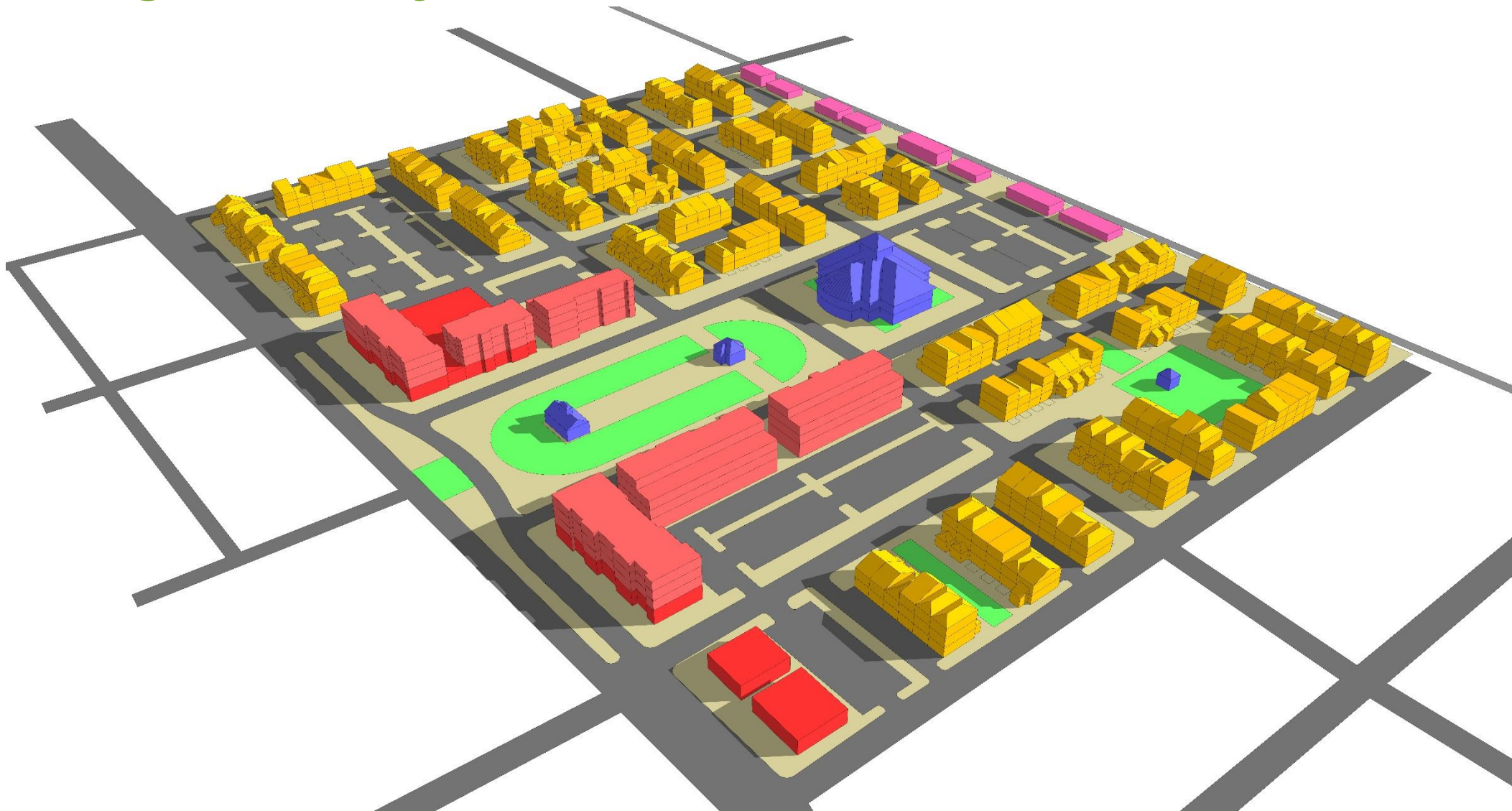
Presentation Overview

- I. Introduction
- II. Market
- III. Design
- IV. Connectivity
- V. Actions and Challenges
- VI. Implementation
- VII. The Numbers**
- VIII. Conclusion

Irvington Plaza, Indianapolis, IN
February 10-15, 2019



Zoning / Density Map



Revenue / Value

- More than \$106 million in Value
- \$3 million in Annual Commercial Revenue
- Adds more than \$50 million to the Residential Tax Base

Townhomes	226 units	\$56,000,000
Apartment	214 units	\$36,000,000
Grocery	25,000 sq ft	\$8,000,000
Retail Space	10,000 sq ft	\$1,700,000
Office/Flex	24,000 sq ft	\$4,000,000
Total Value		\$106,000,000

Costs

	Quantity	Cost per Unit	Total Cost	Total Cost / Unit
Townhomes	226	\$150,000	\$41,000,000	\$181,125
Apartment	214	\$110,000	\$29,000,000	\$135,135
Grocery	25,000	\$100	\$3,200,000	\$131
Retail Space	10,000	\$100	\$1,300,000	\$131
Office/Flex	24,000	\$100	\$3,150,000	\$131
Site Prep	26	\$350,000	\$9,500,000	\$367,500
Plaza	88,000	\$25	\$2,700,000	\$30
Total Cost			\$90,000,000	

Property Valuation

- Property Value is the difference between Total Project Value and Total Non-Land Cost

Total Project Value	\$106,000,000
Non-Land Cost	(\$90,000,000)
ROI	(\$15,000,000)
<hr/>	
Property Value	\$1,000,000

Private Developer Proforma

- Value is \$106 million - this doesn't work!

Land	\$6,000,000
Hard Cost	\$78,916,590
Soft Costs	\$10,891,800
ROI	\$15,000,000
<hr/>	
Total Cost	\$110,808,390

City as Master Developer

Land	\$6,000,000
Site Prep and Plaza	\$12,500,000
<hr/>	
Total Cost	\$18,500,000

Healthy Proforma

- With the City as Master Developer, economics now work

Value	\$106,000,000
Non-land Cost & ROI to Developers	(\$102,500,000)
<hr/>	
Land Cost Paid to Government	\$3,500,000
Developer Equity	\$24,000,000

Funding of the City Work

- Revenue from development will produce \$1.2 million in additional annual tax revenue.

TIF Bond	\$17,000,000
Land Sales	\$2,500,000
Total Sources	\$19,500,000
Cost	(\$18,500,000)
Surplus	\$1,000,000

Public / Private Partnership

- **Land Banking / Contribution TIF**

- Property Value based on pure open market is not sufficient
- City has the horizon to wait for all phases to come on line
- City can secure land or choose to provide the site preparation



Presentation Overview

- I. Introduction
- II. Market
- III. Design
- IV. Connectivity
- V. Actions and Challenges
- VI. Implementation
- VII. The Numbers
- VIII. Conclusion**

Questions?